



G-5's "Eye on AMC"

U.S. Army Materiel Command

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Corpus Christi uses Lean principles on engine line

Managers at Corpus Christi Army Depot, Texas, are using one of industry's best management practices to reduce by more than half of the amount of time it takes to recapitalize, which is a total overhaul, of the Black Hawk and Apache helicopter T-700 engines.

"Our goal is to reduce turn around time from 81 days to 75 days and increase output from 1,344 units to 1,450 units with no increase in staff," said Joe Herrera, director of CCAD's Engine Production Directorate. "It's going to be challenging, but we can do it."

"We're using an improvement strategy to remove waste from a process and make it flow faster," said Mike Briseno, chief of the Engine Production Directorate's Administrative and Management Office. "We're using 'Lean Six Sigma' to improve quality, reduce variability and more accurately measure our performance."

Lean Six Sigma focuses attention on wasted time and eliminates it quickly to show results as rapidly as possible. Improvements come from making sure work is done right the first time, having tools that are easy to find, changing policies and procedures to eliminate needless steps in a process, and avoiding bottlenecks by focusing work on building one product at a time instead of on batches of products.

Two limiting factors may make improvement difficult: getting enough assets from the field to keep the production lines operating smoothly, and changing the way engines come into Herrera's directorate from a batch to a continuous flow process.

McAlester employees save more than \$9.5 million

McAlester Army Ammunition Plant, Okla., has been awarded the fiscal year 2004 U.S. Army Materiel Command Installation Value Engineering Achievement Award for exceeding its VE assigned goal of \$2.674 million by 356 percent, according to the plant's value engineering manager, Nikki McFarland.

The plant implemented six value engineering projects in fiscal year 2004, generating \$9.525 million in savings. McFarland also received the "Outstanding VE Program Manager Award" for fiscal year 2004. MCAAP has met or exceeded its VE goal every year since at least 1992.

McFarland contributed to the plant's success by re-energizing the VE program through a creative publicity and marketing campaign featuring displays, posters and articles in the installation newspaper.

According to McFarland, the result of a value engineering study reduces the cost and increases the value of the plant's products and services. VE savings help to lower MCAAP's overhead costs in the production of ammunition for its customers. Employees with approved VE proposals actually get a percentage of the first year savings as an award, she said.

Did you know ...

The Quality Assurance Specialist (Ammunition Surveillance) program, the Army's oldest civilian career program, will celebrate its 85th anniversary with events during the weekend of Sept. 9 - 11 in the Quad Cities area of Iowa and Illinois.

QASAS employees, who are currently managed by the Defense Ammunition Center in McAlester, Okla., through the U.S. Army Joint Munitions Command at Rock Island Arsenal, Ill., have the responsibility of assuring the safety, reliability and quality of the U.S. military's conventional ammunition stockpile.